

TEAMWORK: Being an Effective Member of a Work Group

We often hear about the importance of being a good team player, but the term seems to be a cliché, since rarely do we hear the qualities of a good team player defined. Here is a look at what the experts in industrial relations identify as the qualities of a good team worker.

- A willingness to sacrifice for the benefit of the team. For a team to be successful, it must merge many personalities into one working unit. The emphasis is not on individual recognition when you're part of a team, and that's the way it should be. If you're a good team player, that won't bother you. You'll be happy to bask in the glory the entire team gets from doing the job well.

- A willingness to let the team leader lead. You should be willing to let the team leader lead the group he or she has assembled or the group that was assembled for this person by higher-ups. If you absolutely cannot work for the team leader, say so at the outset, and try getting another assignment. Just as you were chosen because of your special

skills, so was the team leader. Most likely management sees this person's leadership abilities, and it wants this person — not you — to determine the overall direction the team takes.

- The ability to contribute your best as a team member. Maybe you don't work well as part of a team. Maybe you've always been a "loner" and always will be. If that's the case, avoid team assignments as much as possible. If, however, you are selected for a team, even under protest, by all means contribute your best. If management wants you on a team, it's because you have a specific expertise they want to utilize. Do your best to contribute in your specialized area. And if that means you're going to be in conflict with the team leader, then that's the way it must be. This is the only exception to Rule 2, cited earlier.

- A spirit of compromise. Teams usually make decisions by consensus. Everyone speaks his or her mind and then the decision is made. Once the decision is final, it is your obligation as a team member to support it in public. Usually, serving on a team means abiding by its decisions, and to arrive at those decisions usually means you must be able to compromise.

- A willingness to try something new. Good team members are like good explorers. They are always looking for something new. The old ways may be quite good and logical, but that doesn't mean there isn't room for improvement. Usually the best team members keep an open mind.

- The ability to see things clearly and to solve problems easily. Often teams are assembled from many different disciplines to tackle vexing problems too complicated for any one department to solve. In these instances especially, it is important to be able to see things clearly. If you can accurately define the problem it is half-solved. Cultivate a problem-solving ability, and you'll be asked to serve on many teams.

INSIDE pRide . . .

Shape up for Summer with:

HOW TO GET OFF THE DIET ROLLER COASTER

Explanation of the Set Point Theory. Page 2

HOW IMPORTANT ARE JOB DESCRIPTIONS?

They are VERY important according to management experts. Page 2

BEYOND DIET

Diet alone is not enough. RIGHA tells why. Page 3

ALSO

WEIGHT CONTROL: SIMPLE BUT NOT EASY

Sensible advice on how to lose those extra pounds. Check out the RIGHA diet. Page 5

How to get off the Diet Roller Coaster

THE SET POINT THEORY

THE BOOKMARK

Dieter's Dilemma, by W. Bennett & J. Gurin. New York: Basic Books, Inc.

Diets usually have a roller coaster effect: rapid weight loss followed by a plateau . . . and discouragement. Then, when normal eating is resumed, body fat builds rapidly, and the dieter's weight quickly climbs back to its original level or even beyond.

The Set Point Theory of body weight explains why diets have this ineffective roller coaster effect. This theory is explained in detail in the book entitled **Dieter's Dilemma* by Dr. William Bennett and Joel Gurin. The following is a summary of the Set Point Theory.

Until recently, obesity was thought to result from the intake of excess food: take in more calories and fat is increased, take in less and it is lost. The answer to being at a desired weight was thought to be a matter of taking in the right number of calories. Research on body weight has now shown the problem to be more complex. The Set Point Theory was developed to explain the real way that body weight is determined.

There is evidence that the body has an internal fat monitoring system that seeks to maintain a particular body weight, or fat percentage, in the absence of external influences. This is called the set point weight.

The set point is partly determined by inheritance, but food makeup and physical activity are also important factors. The set point weight varies greatly among individuals. Some people are naturally heavier or lighter than other people. The body uses metabolic rate, appetite, and physical activity to gain or burn off fat in order to maintain the set point weight.

The body very tenaciously tries to maintain the set point weight. Overeating increases metabolic rate and decreases appetite. This burns off calories and reduces further food intake. Conversely, dieting lowers metabolic rate and increases appetite. When dieting, the body enters a sort of hibernation, efficiently conserving the few calories that are taken in. The rapid initial weight loss during dieting is mainly loss of water. If dieting is continued, the body is starved of nutrients. It begins to burn muscle tissue for fuel, causing weakness. The body fights to build its weight back up to the set point level. Further weight loss becomes difficult to accomplish. The dieter is no longer in a state of healthy normalcy, but rather a state of constant physiological stress and discomfort. Profound lethargy is the usual result.

Only two ways have been found to adjust the set point. Sweet and fat foods tend to raise the set point. Physical activity (exercise) is the only influence that lowers the set point. The active body wants to be slimmer.

There are three myths about exercise that are not true. The first claims that exercise increases hunger, causing an increase in weight. Research shows this is not true. In fact, exercise is found to suppress the appetite until a relatively high number of calories are burned. High total amounts of exercise increase food intake but not body fat.

Another myth, spot-reducing, contends that exercising specific muscles decreases fat in that area. This is simply not true. Fat is burned off throughout the body regardless of what muscles are exercised. Happily, the most fat reduction during weight loss seems to take place where there is the most fat.

The third myth is that the calories burned by exercise are so few that they cannot make much difference in weight control. This statement is superficially true but misleading. Exercise

is found to have a strong influence in lowering the set point. However, the type of exercise is crucial. Aerobic exercise is the only type that will lower the set point. Aerobic exercise causes many large muscle groups to work moderately for longer periods and increases the heart rate to roughly 80% of its maximum level. Research studies point out that the frequency of the exercise sessions is quite important. Four sessions per week was found to be the threshold for sustained weight loss. Seven days a week is most ideal. The amount of exercise required varies somewhat with a person's lifestyle, but for office workers a regimen of 15 to 25 minutes per day was found to reduce body weight by about 20 lbs. per year.

Weight loss by exercise may seem slower than when dieting, but other benefits in appearance are gained. Muscles are developed while fat is lost, greatly enhancing the appearance and tone of the body. The muscle buildup is not the short, well-defined, weight-lifter type, but rather the smooth, body-firming type. Aerobic fitness and general health are also improved.

Researchers also point out that an exercise program is most effective if accompanied by proper nutrition; that is, a diet of more carbohydrates and fewer sweets and fats.

Exercise and some moderation in the types of food eaten can be the answer for people who feel they need to reduce weight, but find that diets fail to accomplish the desired loss.

HOW IMPORTANT ARE JOB DESCRIPTIONS?

Consultants concur that job descriptions are the basic building blocks of any organization. Probably no other management tool is potentially as powerful as the job description.

According to management experts, more than one hundred major management uses of job descriptions have been documented, yet agencies typically use them to help manage little more than a handful — perhaps five or six — of the organizational problem areas for which they could be used.

Self-development.

One major use of job descriptions is the preparation process itself. All employees, management or operative, can profit immeasurably from the exercise requiring them to gather data and engage in the critical thought process necessary to prepare a

IN THE MAY pRide . . .

A super edition of sixteen pages featuring . . .

• Everything you ever wanted to know about your HMO! May is open enrollment month for state employees. Look for detailed information on health care programs from the following providers who sponsor YOUR newsletter pRide:

- Blue Cross and Blue Shield of R.I.
- HMO Rhode Island
- RIGHA

• The names of the big winners in our ESP contest (Employee Suggestion Program).

• A feature article on the winner of the largest award ever made for a suggestion (\$2000.) since the inception of the state Employee Suggestion Program (ESP)!

. . . and much more!



FROM THE OFFICE OF THE GOVERNOR

Executive Orders

No.	Date	Subject
88-2	2-1-88	Establishes a Rhode Island State Yachting Committee composed of a chairman and not more than 20 members to serve for three (3) year terms. The Director and Assistant Director of the Department of Economic Development and the Mayor of Newport are ex-officio members. The committee is charged with the duty of attracting and promoting yachting events that are national and international in scope, and to help service yachting events in Rhode Island.

For more information or copies of Executive Orders, contact the Office of the Governor's Legal Counsel, Room 320, State House — 277-2080.

JOB DESCRIPTIONS Continued

comprehensive and accurate description.

It is essential that employees take part in the processes of generating job-related data and writing their job descriptions. Although they already possess much of the data useful for writing the description, it is the employees who benefit the most from generating, compiling and presenting these facts. During the process, they learn to appreciate their entire job; how it interrelates with other jobs in the organization; why their work is important; and how they could better spend their on-the-job time. Further, it enhances employees' understanding of their responsibilities. A complete and thorough job description is the best means available for clarifying tasks.

Active involvement through self-development job descriptions, rather than a passive approach in which employees read what supervisors or job analysts prepare, promotes and develops a far better understanding and appreciation for their role.

Team Building.

A problem in many departments and agencies is the individual job bias (departmental orientation) rather than the aggregate systems perspective (total state service). Many employees do not have the necessary team orientation. Employees give top priority to their own tasks and their department's role rather than to the overall success of state government.

In some quarters, the practice of giving the job descriptions of fellow workers to employees to study and ask questions, has met with favor; a supervisor can stimulate understanding and appreciation for the roles of co-workers; and workers become more supportive of each other — sharing information, providing emotional buoys.

Reading and studying co-workers' job descriptions can go a long way toward modelling a true team effort.

Spotting areas for work simplification studies.

With budgetary constraints a fact of life, agencies cannot survive without efficiency at the operative as well as the managerial levels. Frequently, management develops highly efficient systems in some part of the agency, but forgets others. Properly prepared job descriptions will reveal this shortcoming.

Studying a job description allows all parties to spot tasks that are prime candidates for work simplification or methods improvement studies.

Agencies looking for ways to become more efficient should focus on such tasks and simplify and refine their job descriptions.

BEYOND DIET

by

Patricia Blenkiron, M.S., R.D.

Manager of Health Education and Promotion, RIGHA

What would you think if someone gave you a gift of yarn and knitting needles to occupy your time while you had a broken arm? Trying to lose weight by diet alone is like trying to knit with one hand.

Because only two to five percent of those who lose weight are able to keep the weight off, diet alone is unrealistic for long term weight control. When a person diets, the body's metabolic rate decreases and the need for calories decreases. After a short period of time, weight loss slows down greatly or stops completely because a new and lower level of caloric need has been established. In order to lose more weight, fewer calories must be consumed. Frequent dieting for some people, especially women, can set the daily caloric need so low that weight loss is virtually impossible. In fact, weight gain is almost inevitable.

When dieting at a very low calorie intake is the only method used for weight loss, a large percentage of the weight that is lost is muscle. This is not good. Muscle content of the body, not body size, determines a person's caloric need: less muscle content means fewer calories needed. When this is combined with the already decreased calorie need from the lowered metabolic rate, a bleak situation exists.

Unless a person is exercising, the weight put on after a diet is regained as more fat than muscle. If all the weight loss is regained, a greater percentage of the body is now fat rather than muscle and fewer calories are required to maintain body weight. This can be a worse situation than before the diet.

An example of this frustrating situation is a person who uses a particular diet and loses a lot of weight. After a while, the weight is regained as more fat than muscle. Then the dieter tries the "successful" diet again. But this time, it does not work as well. Because the person requires fewer calories, the calorie level of the diet is not low enough to produce weight loss like it did the first time. If this situation is repeated again, there may be no weight loss at all.

No hope??? Not true. The way to weight loss and long term weight control is to use two hands as in knitting — diet and exercise — and not just any exercise, it must be aerobic exercise to be effective.

Aerobic exercise (such as walking, jogging, riding a stationary bicycle or swimming laps) must have two characteristics to be effective for weight control: it must be continuous (about thirty minutes) and it must be done at an elevated heart rate.

Some activities such as racquetball, floor exercises, or bicycle riding outdoors are not always aerobic and are not as effective for weight control. They are not continuous even though they can cause an elevated heart rate.

The value of aerobic exercise combined with diet is not just the number of calories burned during the thirty minutes but the extra bonus of an increased metabolic rate/increased calorie burning by the body for hours afterwards. This is the advantage the diet needs to counteract the decreased metabolic rate of dieting.

In addition, aerobic exercise converts fat into muscle. This means the caloric need will be increased over the long run because more muscle means a greater need for calories!

Aerobic exercise should be done six times per week for at least thirty minutes. Two periods per day (morning and night) would increase calorie burning even more but should not be attempted until you have increased your fitness level. Clear your exercise plans with your physician.

Remember, you wouldn't try to knit with a broken arm. Be as wise with weight control. Don't diet without aerobic exercise.

INTRODUCING . . .

Barbara Walsh

Coordinator of Employee Training
Office of Training and Development
Division of Human Resources
Department of Administration



The new head of the recently reorganized Office of Training and Development is Barbara Walsh, former Coordinator of Staff Development and Training at the Department for Children and Their Families (DCF).

Barbara began her career in State Service in 1976 with the Department of Corrections as a Cottage Manager at the Rhode Island Training School for Youth.

In 1979, she became Clinical Coordinator for DCF, responsible for developing and implementing individual treatment programs for all residents at the Rhode Island Training School for Youth.

In 1984, she assumed the duties of Coordinator of Staff Development and Training for CDF, responsible for assessing training needs for all department staff and foster parents; developing and implementing basic and advanced training programs, and formal curricula for all staff, including a structured and hierarchical 4-phase core curriculum for Supervisor, Social Service, and clerical staff.

Barbara graduated Cum Laude from Rhode Island College with a Bachelor of Arts degree in psychology. In the Masters Program at Rhode Island College, she graduated Summa Cum Laude with a Master of Arts degree in psychology.

Other honors include being named Professional of the Year in 1981 by the Rhode Island Rehabilitation Association.

With professional associates, she made presentations at the annual meeting of the National Association of Social Work, and at the Northern Regional Conference of the Child Welfare League of America.

During the summer of 1987, Barbara visited China, and made presentations on the subject of The Role of Government Agencies in Providing Social Work Services to Families; and Teaching Adult Learners. The trip was sponsored by the China-U.S. Professional Educational Exchange Program.

Barbara's additional professional training includes a Certification Program for Counselors of Alcoholics and Other Drug Users, a four college course program at the University of Rhode Island. She also has taken numerous special courses ranging in length from 15 to 90 hours, including the following: Reality Therapy I & II; Training of Trainers; Principles of Management; Grantmanship; Advanced Family Therapy; Parent Effectiveness Training; Intelligence Testing; Sexual Assault; Victim and Offender Issues; Preventing Abuse in Foster Care; Supervisory Training; Supervisor as Educator; and numerous Social Service topical training events.

Her professional membership and community service affiliations, past and present, include:

R.I. Chapter of American Diabetes Association — Patient Education Committee; Board of Directors, Women's Center — Nominating Committee; Insight, Independent Living Project Advisory Committee; Advisory Commission to the Mayor on the Handicapped; Special Legislative Commission on Transportation Requirements and Costs for Essential Treatment of Cancer and Kidney Dialysis Patients; Children's Code Commission (Legislative Commission); Board of Directors, Rhode Island Association for the Blind and Visually Impaired; Social Work Community Advisory Board, Rhode Island College; Sexual Abuse Training Institute Advisory Committee, Rhode Island College.

Barbara is a Training Consultant in the topics of Sexual Abuse (Victim and Offender issues), to such agencies as the State Substance Abuse Unit, Rhode Island College; the Woonsocket Head Start Program, and Marathon House.

She is an instructor at Rhode Island College, Department of Psychology, teaching "Psychology of Women," a four-credit course.

In a recent interview for the readers of pRide, Barbara outlined her agenda of priorities, discussed objectives, and spoke of the short and long term goals she has set for herself and her staff.

She is currently reviewing the Personnel Rules, and the requirements of the incentive training program. In her view, the number and type of courses now being offered could be increased, and she would like to provide a greater variety of subjects and offer more courses that are free of tuition costs.

Work in progress includes an Orientation program for new employees of the Department of Administration; a pilot program of supervisory and management training for the Department of Administration, and for other departments and agencies; a course for members of top management on the Fiscal Integrity Act, addressing fraud and waste in government; and a training program for trainers in other departments and agencies.

Barbara speaks highly of her training organization, and her staff, she says, is "a great group." She is sensitive to the training needs of all departments in state government, and she intends to involve her staff in a closer working relationship with other agencies, offering the resources of her office to help fulfill their training requirements.

She also intends to develop additional training programs in such work related preventive areas as safety, and workmen's compensation.

Barbara is erudite and articulate, and as she recites her long list of planned undertakings, there is no hint of any self-doubt. Her self-assurance, based in large measure on her keen awareness that she is eminently qualified by education and experience for her job, leaves little doubt that she and her staff will reach all of the goals and objectives that she has set for herself and her organization.

WEIGHT CONTROL: Simple But Not Easy

by

Patricia Blenkiron, M.S., R.D.

Manager of Health Education and Promotion, RIGHA

Weight Control is simple in the sense that the basic components are a controlled diet and regular aerobic exercise. However, it is not easy because individuals have different needs for calories and for the amount of exercise which is effective in burning fat.

Obviously, if an individual is gaining weight, caloric intake is greater than calorie need. The problem is that some individuals have a very moderate need for calories. Therefore, it is very easy to exceed this need and have extra calories available for fat storage.

Metabolism rates vary from one person to another. Even if two people are alike in many ways, such as age, sex, weight, and height, they may not need the same number of calories.

For some people, successful weight control means the end of weight gain, small weight loss on the scale and a decrease in the percent of body fat so that body measurements are reduced. While this is disappointing to a person hoping to achieve dramatic weight loss, it is also realistic for many people.

The components of a sound weight control program are: diet, aerobic exercise, and appropriate eating behaviors.

The "RIGHA DIET"

The RIGHA Diet is really a list of guidelines for a style of eating which:

recognizes that food is fuel and that the body should be "fueled" throughout the day.

limits calories eaten at one time to discourage easy fat storage which occurs when an abundance of calories is available.

urges the careful control of fat in the diet both in the form of fat added to food and of foods high in hidden fat (such as pastry, cheeses, and tender meats).

encourages the intake of high fiber starches such as bran and whole grain breads and baked goods.

recognizes the conditions of eating such as speed, emotional state, stress and other habits often increase the amount eaten beyond the amount necessary to satisfy physical hunger.

RIGHA DIET Guidelines*

Eat evenly throughout the day in small amounts. Limit food at one time to:

1-2 starch servings

2-4 oz. low fat protein

a fruit serving

vegetables as desired

a small amount of added fat, if any

pRide

Personnel pRide is published by the Office of Personnel Administration, Division of Human Resources, Department of Administration, 289 Promenade Street, Providence, RI 02908-5788.

Director of Administration:

Frederick Lippitt

Associate Director of Administration/Human Resources:

Richard M. Wessels

Personnel Administrator:

Bradford E. Southworth

Editor:

Donald J. Boisvert

Be a miser with fat because fat in the diet may form fat in the body more efficiently than the carbohydrates and protein we eat.

This includes butter, margarine, salad dressings, vegetable oils, pastries, croissants, doughnuts, tender red meats, cheeses, whole milk dairy products, processed meats (cold cuts).

Use high fiber starches:

This includes bran, whole grain breads, pasta and rice. Beware of commercial muffins, including bran, which may be high in fat and calories.

*Always contact your physician prior to changing your diet or exercise patterns.

AEROBIC EXERCISE

Aerobic exercise is uninterrupted for 30 or more minutes and brisk. It is not possible to undertake exercise at this level immediately. A conditioning period is the first step.

Before beginning any exercise or weight control program you should get your physician's approval. If he or she clears you for exercise begin slowly:

walk or ride a stationary bicycle at low tension for a few minutes 6 times per week.

exercise at a pace, after the conditioning phase, which results in a "warm and sweaty" feeling. (Even if not socially appreciated, sweating during exercise, for a continuous period, can be equated to burning or melting fat. It's worth it!)

maintain your exercise program for at least 30 minutes 5-6 times per week.

The benefits from aerobic exercise include not only the calories burned but, also, a period of increased caloric burning for hours afterward. This extra calorie burning is an important bonus for an individual with a rather slow metabolism.

APPROPRIATE EATING BEHAVIORS

Note "conditions of eating." Is the trigger for eating true hunger or is it appetite, which can be easily stimulated by emotions, stress or circumstances? Eating to satisfy physical hunger is an appropriate use of food. Eating to satisfy emotional needs often is not.

Pass The Legacy On ...



Two hundred years after the drafting of the Constitution, Americans are still working to pass the legacy on. U.S. Savings Bonds can be a valuable part of that legacy. With market-based rates, Federal income tax-deferral privileges, exemption from State and local income taxes, bonds are a safe, competitive investment for the individual and a way to help America grow.

U.S. SAVINGS BONDS
THE GREAT AMERICAN INVESTMENT

**R.I. STATE EMPLOYEES U.S. SAVINGS BONDS
PAYROLL SAVINGS CAMPAIGN
APRIL 1 - MAY 31**

THIS ISSUE OF PERSONNEL pRide IS SPONSORED BY
RIGHA — THE EXPERIENCED HMO



After-hours hours

If you're too busy to find a doctor or
take time out for checkups, we've got the health plan for you.
Since evening office hours are part of our routine, great health care doesn't have to
disrupt your routine. RIGHA won't disrupt your budget, either, because we cover
virtually all the health care you could ever need, including emergency care anywhere.

RIGHA makes getting great care simple.
Because our office hours are longer than yours.

 **RIGHA**
The Experienced HMO

Tell your employer you want RIGHA or call (401) 421-4410, Ext. 539.